

Boston Redevelopment Authority

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Robert L. Farrell, Chairman
Boston Redevelopment Authority
One City Hall Square
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December 23, 1976

Dear Bob:

Pursuant to certain personnel actions taken during the last year, and more specifically certain action which have been pending before the Boston Redevelopment Authority for the last few months, including the termination actions of the Authority's September 9th meeting, there appear to be numerous and continuing violations of the Authority's Personnel Policy (effective October 11, 1973 with amendments) and Affirmative Action Program (dated February 1974). These violations include, but are not limited to, certain aspects of the Basic Principles as set forth in the Authority's Policy, and certain aspects of such other major elements of the policy as Organization Plan and Position Classification.

To be more specific, the Basic Principles set forth, among other things:

- a) Merit System.
The employment of personnel and all actions affecting employees shall be based solely on merit, ability, and justice.
- b) Nondiscrimination.
There shall be no discrimination against employees or applicants for employment on account of race, color, religious creed, national origin, sex, age, ancestry, or any political or union affiliation.
- c) Affirmative Action.
The Boston Redevelopment Authority in the Affirmative Action Program on November 1972, as amended Appendix III, has re-affirmed the Authority's commitment to Affirmative Action and Equal Opportunity.
- d) Political Activity.
All members, officers, and full time employees of the Authority are subject to the provisions of Section 12(a) of the Hatch Act. The extensive

prohibitions concerning political activity under Section 12(a) of the Hatch Act are contained in the Employee Handbook.

You should be aware that there is some evidence of flagrant violations of some of these Basic Principles, and there is mounting evidence of gross violations of the Hatch Act by Authority personnel.

Additionally, the Personnel Policy quite adequately sets forth basic organizational principles:

- e) Organization Plan and General Staffing.
All positions in the Authority shall be established in accordance with a graphic Table of Organization Chart and Organization Plan submitted by the Director and approved by the Authority. The T/O chart shall be reviewed annually by the Director and the Affirmative Action Advisory Council, and modifications or amendments to reflect significant changes in Authority programs and staff areas of responsibility and authority will be presented to the Authority for approval, and will be added as an amendment appendix to this document.

The abuse of these provisions is obvious. According to information immediately available, it has been more than two years since there was a serious attempt to comply with these provisions of organization plan and general staffing component of the Authority's Personnel Policy.

A final major area of significant deficiency under the Authority's Personnel Policy is the area of Position Classification.

- f) Position Description:
The duties and responsibilities of every person shall be set forth in writing and approved by the Director or his or her designee in accordance with the requirements of the Affirmative Action Program. Every employee shall be provided with a copy of

his or her job description and shall have access to all other job descriptions.

g) New Position Descriptions.

Employees will not be hired for new positions or present employees reclassified or promoted to new titles before an appropriate job description is prepared by the Supervisor or Department Head and approved by the Director or his or her designee. When new assignments have been given to an employee, a new description will be prepared within a month. New senior executive job descriptions, Grade 16 and above, shall require approval by the Authority before they are made effective. Appendix III, Affirmative Action Program provides additional guidelines and procedures, already approved by the Authority, that are required to revise job descriptions and the present Authority position classification plan during 1973.

As is the case with the Organization Plan and General Staffing component, the abuse of these requirements is quite obvious. New positions were created as recent as a couple of months ago without the slightest attempt to comply with these provisions of the Authority's Personnel Policy.

With respect to the Authority's Affirmative Action Program, the Authority has been at least as negligent in meeting these requirements as it has been in meeting the requirements of the Personnel Policy in general. Embodied in the Statement of Intent of this program is the statement that,

The Boston Redevelopment Authority's Affirmative Action Program is a dynamic and positive plan designed to reaffirm and strengthen the Formal Affirmative Action Program -- Amendment No. 17 to the Authority Personnel Policy approved on May 18, 1972. It embraces all provisions of the Department of Labor publication that

contains Chapter 60 of Title 41 of the Code of Federal Regulations(Affirmative Action Programs); HUD Handbook of April 1972, 713.2, Policy and Planning For Affirmative Action in Employment Opportunity; HUD Affirmative Action Plan -- Boston Region -- BOS 713.1 dated August 22, 1972; and, all other applicable directives, regulations, and laws of both Commonwealth and Federal origination.

This Statement of Intent goes on to say that,

A strong input to this program is the previously approved Affirmative Action Advisory Council (Advisory Council) which will play a strong role in assisting the Director to develop and implement affirmative action and equal opportunity plans.

The statement further indicates that,

The Equal Opportunity portion of this program is designed to increase employment and training opportunities for Females and minority employees and applicants. In addition, it will increase their strength at the middle and upper grade levels and in positions of responsibility.

The most vivid aspect of the Affirmation Action Program is that the framers of the Program felt that the Affirmative Action Advisory Council was of such importance to the overall plan that they clearly stated that, "A strong input to this program is the previously approved Affirmative Action Advisory Council..." Thus the obvious question is, why isn't the Affirmative Action Advisory Council functioning, particularly since it was deemed to be such an important input into the Affirmative Action Program? It's absence is a conspicuous one and in itself suggests a serious weakness in the Affirmative Action Program.

With governmental entities appropriately coming under increasing scrutiny, there is no question that the cost associated with payroll is a significant factor in the operating budget of the Authority. Thus it is of paramount importance that this resource (people), be properly managed. I, therefore, suggest that the Authority reassess

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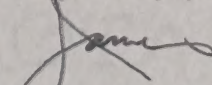
Robert L. Farrell, Chairman

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deficiency in it's personnel department and take such action as is necessary to ensure that the Authority's Personnel Policies are adequately implemented.

At a time when the Authority's regulated and chartered activities are so critical to the revitalization of our great city, it is vitally important that this Board carry out its responsibilities in the most fiscally responsible manner possible, and in a manner that will both restore staff morale and engender public confidence. I look forward to your cooperation in this pursuit.

Very truly yours,



James E. Cofield, Jr.

JEC:gb

1. The first part of the report is a general statement of the purpose and scope of the study. It is followed by a brief review of the literature on the subject. The second part of the report is a description of the methods used in the study. This is followed by a presentation of the results of the study. The final part of the report is a discussion of the results and their implications.

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